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WAR FOOD ADMINISTRATION
Food Distribution Administration
Washington 25, D. C.

September 4, 1943

PROCESSORS BRANCH MEMORANDUM NO. 5

To: All Branch Chiefs and Regional Directors

From: Josiah G. Fort, Acting Chief, Processors Branch

Subject: Policy and Procedure for making nominations for the War Food Administration Achievement "A" Award

Establishment of "A" Award

Director's Memorandum No. 50, Supplement 2, states that an "A" Award for seasonal food processors has been established, and delegates to the Processors Branch the responsibility for establishing policy and procedure covering the "A" Award.

Division of Responsibility

Responsibility for proposing and processing nominations for this award is divided among the FDA Regional Director, the Commodity Branch, and the Processors Branch.

FDA Regional Director:

1. Makes nominations for the "A" Award. It is suggested that nominations be received from the entire field organization of the Department.
 - a. The Regional Director will determine, previous to authorizing a plant investigation, whether a particular plant is a seasonal processor eligible for the "A" Award, or a year-round processor eligible for the "E" Award. In this determination he will be guided by the general classifications, listed elsewhere in this memorandum, made by the Processors Branch after consultation with the Commodity Branches. Great care must be taken in making this determination, since to complete an investigation for the wrong award would cause embarrassment to FDA and the plant personnel.
 - b. In requesting clearance of a plant for investigation, it is imperative that the Regional Director state the major products that the plant is processing, in order that the Processors Branch can obtain clearance from all interested agencies.

2. Conducts investigations of plants located in his Region, having first secured clearance from the Processors Branch.
3. On the basis of investigation, makes preliminary decision approving or disapproving the nomination.
4. Forwards all approved nominations to the Processors Branch.
5. Arranges for Award ceremonies and War Food Administration speakers for such ceremonies in accordance with procedure established by the Processors Branch.
6. Approved nominations must reach the Processors Branch within 30 days after request for plant investigation is received by the Region. If a request for a plant investigation, or a nomination after plant investigation is disapproved, the reasons therefor must be transmitted to the Processors Branch within 30 days.

Commodity Branch

1. Makes nominations for "A" Award by submitting name of plant to the Processors Branch.
2. Clears through the Processors Branch approval or disapproval of requests for plant investigations made by the Regional Director.
3. Examines findings of Regional Director, approves or disapproves nominations as made by him, and returns them to Processors Branch.

Processors Branch

1. Grants clearance to Regional Director to make plant investigation, after consultation with the Commodity Branches and all other interested Governmental agencies.
2. Receives nominations originating in Washington Commodity Branch, sends them to Regional Director for investigation and approval.
3. Receives nominations from Regional Director and, if they are found to conform to established standards, forwards them to appropriate Commodity Branch for approval.
4. Acts as a point of final screening.
5. Prepares letter for the Director's signature notifying the plant of its having been selected for the "A" Award.
6. Maintains liaison with the Army, Navy and other Governmental agencies on all matters pertaining to the "A" Award.
7. Is responsible for all information and advertising involving the "A" Award, and for clearing it through the proper channels.

Plants Eligible For the "A" Award

The following list, prepared by the Commodity Branches, covers the main types of plants which will be considered eligible for the "A" Award as seasonal processors.

A. Fruit and Vegetables

1. All fruit and vegetable canneries, except those operating on a year-round basis.
2. All fresh fruit and vegetable packing plants.
3. Fruit and vegetable freezing plants (quick frozen and cold pack).
4. Briners (including sulphured cherry and fruit packers and brined vegetable packers).
5. Citrus concentrate manufacturers.
6. Dehydrated apple plants.
7. Dehydrated vegetable plants when operating on a strictly seasonal basis. (Dehydrated vegetable plants working on approximately a 10 months basis, using the balance of the time on cleaning up and changing over operations, are considered year-round operators.)

B. Special Commodities

1. Fish canners
2. Fish oil and meal processors.
3. Fish filleting and freezing.

C. Dairy and Poultry

1. Chicken and turkey canning plants.

D. Sugar

1. Sugar beet processing plants.
2. Sugar cane processing plants.

The following Commodity Branches feel that seasonal processors under their jurisdiction generally should not be considered for "A" Awards at this time.

Cotton and Fiber Branch
Fats and Oils
Grain Products
Livestock and Meats
Tobacco

In addition, the Commodity Credit Corporation has defined the following processors as seasonal in character and, therefore, eligible for the "A" Award:

1. Soy bean processors.
2. Peanut processors.
3. Flaxseed processors.
4. Cottonseed processors.

Qualifications for Award

Qualifications for the Award are outlined in detail in Director's Memorandum No. 50, Supplement 2.

The Awards Board will consider only those plants that have done an exceptional production job with the facilities at hand. Little consideration will be given to plants whose products are the same as before the war, unless they have shown initiative and perseverance in overcoming obstacles or have increased their production appreciably.

Processing Time Necessary for Nominations

It is recognized that because of the short period of time many seasonal operators are in production, quick action must be given to the granting of the Award. A questionnaire has been designed to facilitate prompt processing because the Award should be made as early in the production as possible after it is ascertained from contracts granted, etc., that the plant will have done an outstanding job by the end of its processing season.

Nominations must reach the Processors Branch in Washington by the 10th of the month in order for the Award Ceremony to be held sometime late that month or during the next month. If a plant's production would be completed before a ceremony could be held--which is usually a minimum of 3 weeks from the time the nomination is approved--a special letter to that effect should accompany the nomination. However, it is hoped that nominations will be submitted early enough in the processing season to eliminate such close timing of ceremonies, as we are dependent upon the cooperation given by the armed forces for military participation, and have to schedule presentation of awards in such a manner that will enable them to handle them with a very limited staff.

General Information for Nomination

Attached is Form No. FDA-545, which is to be used in making nominations of food processors for the War Food Administration Achievement "A" Award. Additional supplies may be obtained from the Reproduction and Distribution Section of the Administrative Services Division, both in Washington and Regional Offices.

The nomination must be signed by the following before presentation to the Director of Food Distribution, War Food Administration:

1. Regional Director
2. Chief of the appropriate Commodity Branch
3. Chief of the Processors Branch.

The facts must be confined to the four pages of the nomination form, as explanatory attachments are considered only in exceptional cases. The reviewers will not consider lengthy, flowery, or indefinite verbiage. The original and one copy are to be mailed to the Processors Branch.

WRITE ONLY ON ONE SIDE OF THE PAGE.

State as many facts as possible, but BRIEFLY, and support with figures. Statements should prove that the plant has done a job outstandingly ahead of others.

A nomination may cover only one plant, but separate nominations for a group of plants of the same company may be forwarded together. If it is desirable to make the awards to two or more plants at the same time, for morale or other reasons, this should be explained in a covering letter.

Care should be exercised in making investigations, and the statement that "your plant is going to be given an 'A' Award" should never be made nor implied in any manner. This is to prevent embarrassment to either the plant or the Administration in case the nomination is not favorably acted upon by the Board.

If possible, the same care and ingenuity in securing the data required for the nomination should be used as is outlined in the "Memorandum for Committees Handling Army-Navy Production Awards," issued by the Army Board for Production Awards, dated June 23, 1943, copies of which were distributed to all Regional Directors for use by the persons making plant investigations.

Instructions for Filing Questionnaire

The form must be filled out by a War Food Administration employee, NOT by the plant itself, as the data is presented as impartial evidence resulting from official investigation. Regional Directors and Branch Chiefs should keep a record of the name of the person who makes the investigation.

The nomination is designed to be self-explanatory. However, the following comments relative to the form are made to avoid confusion as to what information is required.

Page 1 is self-explanatory

Page 2, Item 1, "Production Record"

Permission is granted to use a period of either "Last Season" or "Last Calendar Year." If "Season" is used in the "Actual Production" column, "Season" must be used in the "Estimated Production" column. The same holds true if the "Calendar Year" is used instead. This permits figures to be used for a comparable period of time.

"Production Supplied to Government Agencies:" The percentages requested in this column are to be based on the dollar value of the production shown for items A, B, C, and "All Other."

"The percent of total production supplied to governmental agencies," requested on the bottom line of the "production record" chart is to be based on the dollar value of the entire plant production.

Page 3 is self-explanatory.

Page 4, Item B - "Absenteeism"

An unsatisfactory record on absenteeism will be cause for deferment until sufficient improvement is attained. Because of the seasonal nature of the work of plants being nominated, the percentage for the previous month only is being requested. This should be figured according to the instructions of the Bureau of Labor Statistics of the Department of Labor (B.L.S. 1415, April 1943). Copies of this form have been mailed to all Regional Offices and Branches for distribution; additional copies may be secured from the U. S. Department of Labor.

Briefly, the absenteeism rate is defined as the total man shifts lost divided by the total number of man shifts scheduled for the particular period. A man shift is interpreted as each employee scheduled to work on a shift. An easy way to count the absentees per shift is to count the cards in the time rack for the employees who did not report for duty. If an employee is out 6 days, this would equal 6 man shifts absent--not 1 man shift absent. A worker who reports for any part of the shift is to be considered as present. Regularly scheduled vacations or official leave are not considered as man shifts lost. However, be sure to count those out ill.

If the absenteeism rate is reported to be as low as 1 percent, it is suggested that the rate be rechecked, as absenteeism due solely to illness generally averages between 2 percent and 3 percent. If the absenteeism rate rises from an unforeseen reason, such as a flood, epidemic, etc., this should be explained and will be taken into consideration by the Board.

Unsatisfactory records on such items as absenteeism and accidents will cause deferment of the Award until the trouble is corrected.

General

In submitting a nomination, it cannot be overemphasized that the "A" Award for seasonal food processors is parallel to the "E" Award for year-round processors. Therefore, in order to maintain the prestige of the "A" Award, great care must be used in making the investigations.

When cases are rejected or deferred, the Processors Branch will give the reasons therefor, and suggests that this information be transmitted to the plant through the Regional Director's Office.

Award is Granted for One Year Only

It is planned to review records of each company winning the Award yearly. Procedure on renewals will be covered in a later memorandum.

Information and Advertising Clearance

Detailed procedure to be observed in connection with clearance of information and advertising is covered in the "Manual" and "Guide" described below.

Informational Booklets

A detailed "Manual" for use by Awardee plants and War Food Administration Liaison Officers in arranging for Award ceremonies has been prepared by the Processors Branch. A copy will be mailed to the Awardee plant with the War Food Administration letter of notification that it has won the Award.

A supplemental "Guide" to the "Manual" has also been prepared for the exclusive and confidential use of Regional personnel assigned to arranging for Award ceremonies. Copies of both booklets are available to Regional Directors.

E. C. Miller
Deputy Director
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Donald J. Fort
Acting Chief, Processors Branch
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WAR FOOD ADMINISTRATION
Food Distribution Administration
Washington 25, D. C.

September 3, 1943

DIRECTOR'S MEMORANDUM NO. 50

Supplement 2

Establishment of "A" Award for Seasonal Food Processors

Director's Memorandum No. 50 announced that FDA would nominate outstanding food processors for award of the Army-Navy "E."

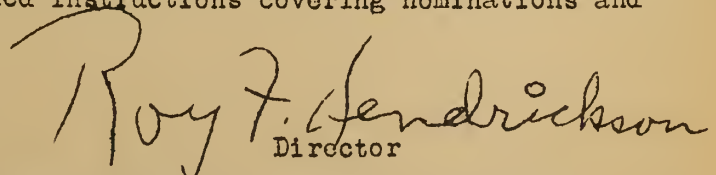
The Army-Navy Board for Production Awards will grant the "E" Award only to year-round processors. Because there are many seasonal food processors who have outstanding production records and are contributing greatly to the war effort, there has been established an "A" Award to be granted by the War Food Administration to seasonal food processors. The Under Secretary of War and the Under Secretary of the Navy will cooperate by having military personnel participate in bestowing the "A" Award to outstanding seasonal plants. In this way, the armed forces will demonstrate their recognition of seasonal processors' essentiality to the war effort.

The "A" Award in the seasonal processors field will be parallel to the "E" Award in that it will be granted on a yearly basis, only to food processors who meet rigid requirements in regard to quality and quantity of production. Outstanding among these requirements are ability to utilize existing facilities to secure wartime production; ingenuity and cooperation with the government in developing and producing war food products; generous cooperation with the intents and purposes of the food purchase programs; effective management; overcoming of production obstacles; satisfactory management-labor relations including avoidance of stoppages; training of additional labor forces; low absenteeism records; accident prevention; and health and sanitation.

Extreme care must be exercised in nominating plants for the "A" Award so that, like the "E," it will be an honor to be valued highly by the men and women who receive it. It will be the responsibility of FDA to make the final decision as to whether a plant meets the requirements for the "A." No plant will be eligible for both awards. However, where one company owns several separate plants, one plant might be eligible for the "A" and another for the "E" Award.

After nominations have been approved by the Regional Director, the appropriate Commodity Branch, and the Chief of the Processors Branch, they shall be routed through the appropriate Deputy Director to the Director for final approval and signature. These officials will constitute the FDA Achievement Award Board.

The Processors Branch will be responsible for policy and procedure covering "A" Awards, and will issue detailed instructions covering nominations and presentation ceremonies.


Director

INDEX ENTRY

Awards: Seasonal Food Processors' "A" (see also Industry Operations)
Industry Operations: Awards: Seasonal Food Processors' "A"

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WAR FOOD ADMINISTRATION

Food Distribution Administration

Date _____

NOMINATION FOR ACHIEVEMENT "A" AWARDFOR _____
(Name of Company)_____
(Name of Plant)_____
(Name and Title of Principal
Officer at the Plant)_____
(Address of Plant)_____
(If Branch or Subsidiary, State
Name of Parent Company)_____
(Address of Home Office)

1. Estimated value of Plant's total output for 1943 \$ _____
2. Employees; Estimated Number: _____ Male: _____ Female: _____
3. Products packed or processed; (Briefly) (Canned peas - Dried whole eggs - Milk powder - Dried fish - Dehydrated potatoes, etc.)

4. Is this the Company's only plant? _____
(Yes or No)
(A separate nomination and award must be made for each plant).

* * * * *

THIS NOMINATION IS RECOMMENDED AND APPROVED BY:

REGIONAL ADMINISTRATOR

BRANCH CHIEF

Name _____

Name _____

Region _____

Branch _____

CHIEF, PROCESSORS BRANCH_____
DIRECTOR

NOMINATION OF

(Name of Plant) _____

QUANTITY RECORD OF PRODUCTION AND GOVERNMENT PURCHASES

1. Production Record

Cross out "season" : or "year", which- ever does not apply :	<u>Actual Production</u> :		<u>Estimated Production</u> :		<u>Production</u>	
	Last season or :		This season or :		Supplied to	
	Calendar Year :		Calendar Year :		Govt. Agencies	
Products : (Specify three most important) :	Dollar : Value : (\$1,000) :	Quantity : (Units) :	Dollar : Value : (\$1,000) :	Quantity : (Units) :	Last sea- : son or : year % :	This sea- : son or : year-Est. % :
A. _____ :	_____ :	_____ :	_____ :	_____ :	% :	% :
B. _____ :	_____ :	_____ :	_____ :	_____ :	% :	% :
C. _____ :	_____ :	_____ :	_____ :	_____ :	% :	% :
All other _____ :	_____ :	_____ :	_____ :	_____ :	% :	% :
Total Production :	_____ :	_____ :	_____ :	_____ :	xxxxxx :	xxxxxx :
Percent of Total Production Supplied to Governmental Agencies :					% :	% :

Indicate agency receiving major portion (Army, Navy, FDA, etc.) _____

2. Plant Capacity

A. Give data on current production as compared with the estimated capacity of the plant _____

B. If current production is below plant capacity and this is due to conditions beyond the control of the plant, explain briefly _____

3. Normal Packing or Processing Season

(April-June, August-September, etc.) _____

4. Total Months in Normal Operation

5. Have products been added to increase normal operating period of plant?

(Yes or No) _____

If so, list products _____

6. How many additional months will plant operate this year because of increased lines or conversion to other products?

7. Give data on output per man-hour, per machine-hour or other measures of efficiency compared with similar plants on like items

8. Number of shifts working (3- 8 hr. shifts, etc.)

NOMINATION OF _____

(Name of Plant)

QUALITY OF PRODUCTION

		Last season	This season
1.	Percent of Production	or calendar year	or calendar year
	High Quality Grades		
	Medium Quality Grades		
	Low Quality Grades		
	Spoilage		
	Totals	100%	100%

- Give reasons for changes in quality of production _____

ENGINEERING ABILITY

- Was plant converted from a different peacetime production? _____
(Yes or No)
- If so, list products discontinued and/or products added:

- Was new equipment added? _____
(Yes or No)
- What ingenuity was shown in adapting or rebuilding equipment? _____

- Cite outstanding production, shipping or technical developments. (For example, new containers requiring less critical materials; new packaging requiring less shipping space, etc.) _____

GENERAL

Cooperation with Primary Producers

- Is adequate provision made for receipt of raw materials, including hauling, unloading facilities and service, etc? _____

- Method of Raw Product Purchase
Percentage contracted last year or season _____ %
Percentage estimated contracted for this year or season _____ %
- Are support prices, or better, paid to producers of raw product? _____
(Yes or No)

NOMINATION OF _____

(Name of Plant)

OTHER FACTORS TO BE WEIGHED

- A. Is management effective and fully cooperative with war program, particularly in compliance and cooperation with Government Orders? _____
(Yes or No)
- B. What is the absenteeism record for previous month? _____
(Give percentages)
- C. What steps have been taken to reduce absenteeism? _____

- D. Are accident instructions and prevention measures being used to the fullest extent? Explain briefly: _____

- E. Rate the plant housekeeping _____. When inspected _____
(Exc., Good, Fair, etc.)
Personnel - Cleanliness and Appearance _____
(Exc., good, Fair, etc.)
When inspected _____.
- F. What plan is in operation to secure and train a satisfactory labor force? _____

- G. To what extent are labor standards satisfactory to employers and employees to the end that maximum production may be secured? _____

- H. Is there any plant in the vicinity or in the same parent organization that would be adversely affected if this award was granted at this time? _____
If so, explain in a covering letter. (Yes or no)
- I. Have work stoppages been avoided? Explain _____

- J. Cite any other facts which should be considered in making the decision on this Company _____

